DOCUMENT RESUME

ED 443 436 IR 057 869

TITLE	Wisconsin Public Library Standards. Third Edition.
INSTITUTION	Wisconsin State Dept. of Public Instruction, Madison.
PUB DATE	2000-03-00
NOTE	48p.
AVAILABLE FROM	Division for Libraries, Technology, and Community Learning, Wisconsin Department of Public Instruction, 125 S. Webster St., P.O. Box 7841, Madison, WI 53707-7841. Tel: 608-267-9222. For full text: http://www.dpi.state.wi.us/dltcl/pld/standard.html.
PUB TYPE	Legal/Legislative/Regulatory Materials (090)
EDRS PRICE	MF01/PC02 Plus Postage.
DESCRIPTORS	Library Automation; Library Development; Library Policy; *Library Services; *Library Standards; *Public Libraries; State Standards
IDENTIFIERS	*Wisconsin

ABSTRACT

This document is designed to help Wisconsin libraries plan for and achieve service levels that meet the ever-changing needs of local residents. The "Wisconsin Public Library Standards" has evolved gradually over the years, and this edition addresses the changes and challenges libraries have experienced since publication of the 1994 edition. Several standards are now at higher levels to reflect the increased demands presented by new information technologies and increasing public needs and expectations for both traditional and new library services. Quantitative standards are included in this publication at four levels of effort--basic, moderate, enhanced and excellent--and are fixed for approximately 5 years. (Previous quantitative standards were published in the annual "Wisconsin Library Service Record" and updated each year, and the previous edition did not use the fourth level of effort.) Standards are outlined in the following chapters: Imperatives for Planning; How To Use these Standards; Governance and Administration; Staffing for Public Libraries; Collection and Resources; Services; and Access and Facilities. Appendices include quantitative standards by municipal population, standards by service population, and standards regardless of community size, a summary of technology-related standards, bibliography, and definitions of terms and acronyms used in the standards. (AEF)

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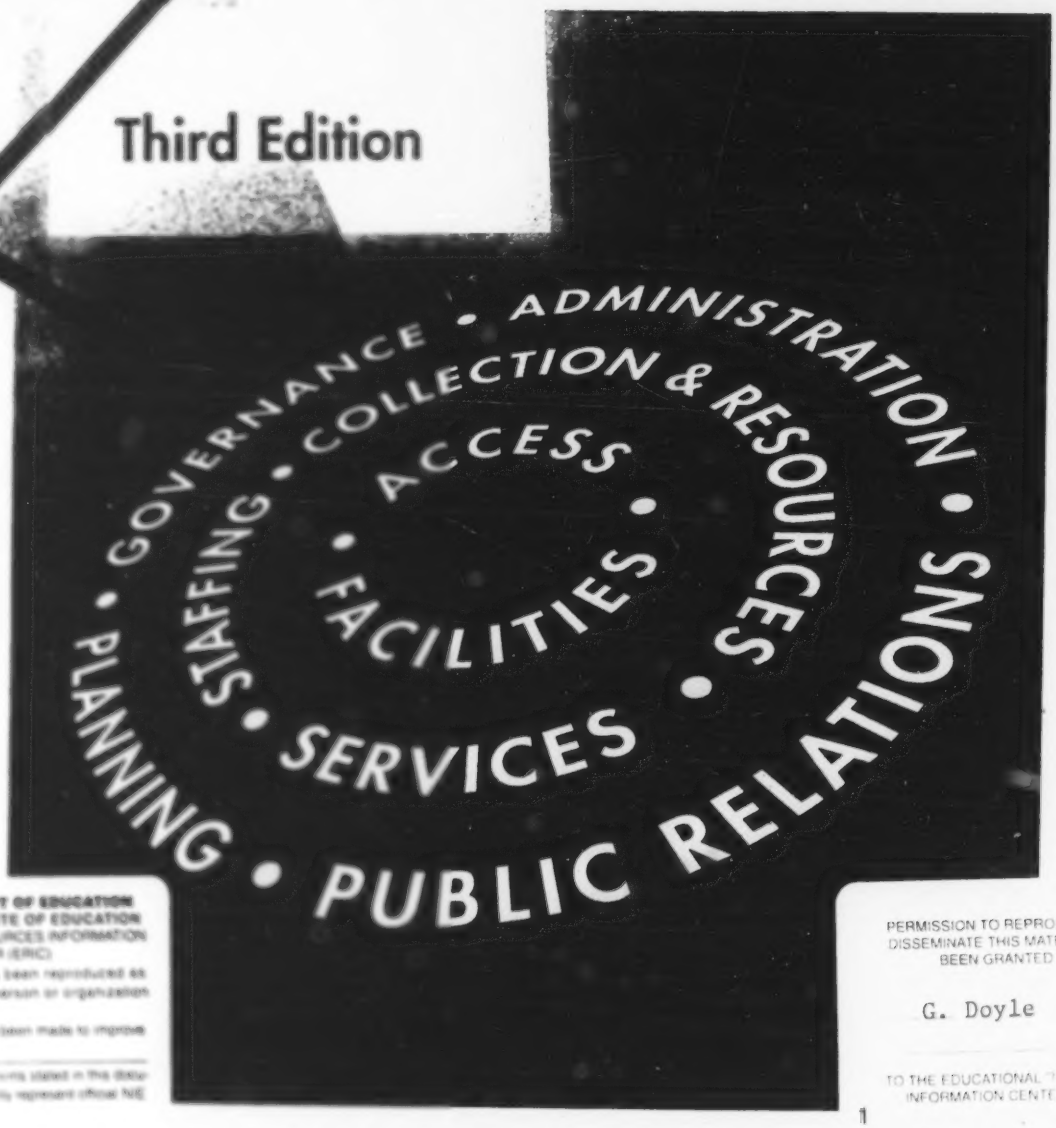
Third Edition



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Wisconsin
Public Library Standards

Third Edition

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Wisconsin Department of Public Instruction
Madison, Wisconsin

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March 2000

Bulletin No. 00188
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First edition 1987. Second edition 1994. Third edition 2000.

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Foreword

This edition of *Wisconsin Public Library Standards* has been updated with the assistance of the Wisconsin Public Library Standards Task Force to reflect the many changes libraries have experienced in the last five years. The rapid pace of technological change has created new opportunities for libraries as well as new challenges. This document is designed to help local libraries plan for, and achieve, service levels that meet the ever-changing needs of local residents.

These standards define a basic level of library service that should be available to all residents of Wisconsin and also provide a pathway to excellence in library service. It is my hope these voluntary standards will be used by local library staff, trustees, and others to continue to provide the highest quality public library service possible. Wisconsin residents of all ages—from preschoolers to senior citizens—will benefit from your efforts to meet or exceed these standards.

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Introduction

The 2000 edition of the *Wisconsin Public Library Standards* builds on the work of the many people who developed earlier editions of the *Standards*. As the latest Public Library Standards Task Force began its work, we reviewed the previous edition of the *Standards* and noted the continued relevance of the vast majority of the standards in the document. We also reviewed the status of library compliance with those earlier standards and were pleased to note significant improvements in the level of library service quality in Wisconsin since the last edition was published. This improvement is a tribute to the hard work of library staff, trustees, and other library supporters throughout the state.

The *Wisconsin Public Library Standards* document has evolved gradually over the years. Many of the standards in this document are unchanged from the 1994 edition. However, in the five years since that edition was published, the public library environment has changed significantly. Not surprisingly, this edition updates quite a number of the technology-related standards. Other major changes are noted below.

The development of this document was guided by the belief that Wisconsin's public libraries play a critical role in providing free access to knowledge, information, and diversity of ideas to all residents of the state. It is because of the critical importance of public libraries that these standards are established. All Wisconsin residents need and deserve at least a basic level of library service. These standards provide a way to measure a *basic* level of quality for public library service and also provide a pathway to *excellence* in library service.

Thanks to tremendous advances in information technology and to the cooperation of all types of libraries in Wisconsin, even the smallest library can offer access to an almost unimaginable quantity of both electronic and traditional information resources. But while this new environment presents great opportunities, it also presents great challenges. Today's library staff must master not only the skills and knowledge necessary to provide traditional library services, but also the new and constantly changing skills and knowledge required to utilize the latest in information technologies. Challenges also face the trustees and other government officials responsible for securing the funding and other resources necessary to provide library service that meets current needs and expectations.

This edition of the *Standards* reflects these changes and challenges. Several standards are now at higher levels to reflect the increased demands presented by new information technologies and increasing public needs and expectations for both traditional and new library services.

Quality service to the *entire* community is a public library's basic responsibility. Every community includes children, young adults, and adults; and each of these groups has needs that must be considered when developing local library service.

Service to Children

Public libraries promote the development of pre-reading and reading skills. Children who develop reading skills at an early age gain an essential tool for succeeding in school as well as for learning throughout life. Libraries must have staff, services, resources, and facilities that promote reading and learning for children. Libraries also need resources and services that support parents and other adults who work with children.

Service to Young Adults

Special efforts also are needed to serve young adults properly—those who are no longer children but not yet fully adult. Young adults have interests and abilities that require special resources and services. Special resources, targeted services, and a welcoming atmosphere are required to serve this population adequately.

Service to Adults

Adults have a wide range of interests and needs, and the library's resources and services must be varied to meet those needs adequately. Today's rapidly changing society and economy makes lifelong learning a necessity for most adults. Libraries must provide resources and services that support the needs of adults covering a wide range of issues—from the practical to the philosophical.

This *Standards* document attempts to cover the services, resources, and other requirements for basic library service that should be available to *all* residents of the state, including those who face physical, developmental, or other barriers to their use of public libraries. Wisconsin's public library standards are entirely voluntary, but every library is encouraged to strive to offer all local residents the highest level of service possible. It is hoped that this document will assist in the continued development of high quality library service throughout Wisconsin.

In addition to the changes mentioned above, other significant changes in this edition of the *Standards* are as follows:

- Quantitative standards are included in this publication and are fixed for approximately five years. (Previous quantitative standards were published in the annual *Wisconsin Library Service Record* and updated each year.) These changes are intended to make the *Standards* document easier to use and will allow libraries to plan for hitting a fixed, rather than a moving, target.
- As in previous editions of the *Wisconsin Public Library Standards*, the new edition establishes certain quantitative standards for public libraries based on both the municipal and the service population of the library. Service populations reported in future *Service Record* editions will more accurately estimate total library service populations because they will be calculated based on each library's actual usage by county residents who do not live in a library municipality.
- Quantitative standards are now established at four levels of effort: basic, moderate, enhanced, and excellent. The previous edition used three levels: basic, moderate, and advanced. Local libraries can establish service targets by selecting the appropriate level of effort to apply to each standard, or use the levels to plan for progressive improvements over a period of time.
- Due to changes in the latest Public Library Association planning publication, the concept of library "roles" is no longer closely tied to the *Standards*. The importance of planning, and some basic planning options, are discussed in Chapter One.

1 Imperatives for Planning

The future is no more uncertain than the present.
— Walt Whitman

The business of planning forms the foundation of Wisconsin's public library standards. For the past generation or more, public libraries have been encouraged to plan for future service needs. The Public Library Association (PLA) and the American Library Association (ALA) have developed a succession of manuals and tools to help libraries assess the needs of their communities and chart a course for future development. Since the 1980's, Wisconsin's public library standards have recommended services, resources, and settings that should be available at local libraries across the state. The recommendations in the standards are not meant to stand by themselves, however; they are meant to complement a local planning effort crafted to identify service goals that will allow the library to respond to the unique needs of its community.

Planning for libraries is a process of perceiving the future of both the community and the library and setting a direction for library movement toward that future vision. Planning helps the staff and board understand the situation of their community, set priorities, and establish methods for achieving those priorities. The planning document provides a record of the decisions made during that process. The document also becomes a guide for decision making and action by staff and the board.

An effective analogy for this planning process is the planning of a vacation trip. When planning a trip, travelers know where they are starting from and where they would like to go. The itinerary can be determined—what will be seen, how to travel, when each activity will occur. At the end of the vacation, the travelers can answer the question, "Where did you go?" because a clear destination was specified. Further, if the destination is not reached, they can look back and determine where they diverged from the original itinerary. While this analogy may be an oversimplification, the key elements of planning are present: to determine the library's destination in the future, to decide what the library will do to get there, and to assess how well the library progressed toward that view of the future.

The PLA Model

The necessity of local planning for effective library service is the premise of several documents issued by the Public Library Association.

Since the publication of *A Planning Process* in 1977, two revisions have been issued—*Planning and Role Setting for Public Libraries: A Manual of Options and Procedures* (McClure et al., 1987) and *Planning for Results: A Public Library Transformation Process* (Himmel et al., 1998). Each revision introduced new aspects to the recommended planning model.

Planning and Role Setting introduced the notion of role selection for the public library, defining eight representative role profiles that could be used by planners to describe the essential priorities of the library and guide the allocation of budget, staffing, and energies.

Planning for Results, among other changes, introduced the idea of "visioning"—a concise expression of what is envisioned for the community, or how the community will benefit from having a successful library. Previous planning models had been institution-centered, and this new

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step in the process seeks to create a stronger connection between the library and its community. *Planning for Results* also recast the eight role profiles from the previous planning model into thirteen representative service responses. This change incorporated libraries' experience using the original roles and reflected the growing application of technology in the library environment.

Wisconsin's standards emerge within this national context. The standards expressed in this document recommend a basic level of library service in many areas. Wisconsin libraries, however, can benefit even further, from the application of planning methods and strategies derived from the PLA planning models. A local plan for library service offers the best means for evaluating a library's progress so far and setting targets for its future development. A written plan also provides benchmarks for evaluating the accomplishments of the library. Planning for library services at the local level has become a standard for excellence in public libraries.

The Planning Sequence

As recommended by the Public Library Association's planning models, planning requires an ongoing, critical look at the current status of library service compared to what it should be in the future. It is a cyclical process of assessment, forecasting, goal-setting, implementation, and evaluation, leading back into a new phase of assessment, and so on. It is also a pragmatic activity that can be undertaken in a thorough fashion or in a more simplified, compressed manner, if the resources that are available to support the planning effort are limited. There are many approaches a library can take to planning, many strategies a library can apply. The important thing is to make a plan.

Planning, however, sometimes seems to be something more discussed than done. To many it remains an intensive, exhaustive, sometimes mysterious process, something foreign to the library's day-to-day activity. In fact, virtually every library plans at some level. Preparing each year's budget involves some level of planning and forecasting. Presenting that budget to the council is one way of expressing where the library expects to go, what the library expects to accomplish, over the next year. The activities involved with budget-setting can be directed into a larger planning process. A wider field of vision creates a deeper understanding of the community and the library, and that deeper understanding supports the efforts of board members, staff, and other library advocates as they seek to improve the quality of library service in the community.

Typically, any planning model asks four simple questions. PLA's planning models offer variations on these key questions. Still other planning models can be found, produced by other agencies, associations, and experts, which offer still more variations on these same questions. Most planning methodologies ask:

- Where are we?
- Where do we want to go?
- How do we get there?
- Are we getting there?

Where are we?

This initial question involves assessment of the current condition of the library. This is the data-gathering phase of a planning methodology. PLA's original planning process devoted a lot of time and energy to data gathering in an effort to create a clear and thorough understanding of the community and the library. In *Planning and Role Setting*, this step came to be called "looking around," a much less imposing task that suggested a range of activities to assemble information about the library and its community.

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In this initial phase of a planning process, planners are defining a kind of benchmark. Information is gathered about the community—census data, economic reports from the Chamber of Commerce, forecasts from a regional planning office. Information is gathered about the library—annual report data, user or community surveys, circulation system usage reports, and possibly corresponding data from neighboring or peer libraries. In addition, planners may examine larger societal trends that might have an impact on the services the library needs to provide.

Planners also may utilize a technique often used in strategic planning efforts—listing and discussing Strengths, Weaknesses, Opportunities, and Threats in the library's internal and external environment (sometimes referred to as a SWOT analysis). After this analysis, planners can identify the crucial strategic issues for the library. Planners need to address these crucial issues when they develop library goals and objectives.

These standards constitute one tool that planners may apply in this phase of a planning process. By examining these checklists, planners can produce a snapshot of the current condition of the library and possible areas of needed improvement.

Where do we want to go?

The second question involves forecasts and projections. The participants in the library's planning process define a planning horizon—two years, three years, five—and express in broad terms how the library should develop over that period. This phase corresponds to the steps in the PLA planning model that formulate a vision statement and mission statement, identify the most suitable roles or service responses, and set goals for the library. Working from the baseline information assembled during the data gathering phase, planners set the overall desired course for the library.

Again, the standards can be used as one tool to chart a course for the library as part of its larger planning process. A review of this document may highlight areas where the library does not meet the recommended standard, and that may become an area to address in the library's plan.

How do we get there?

In response to this third question, planners craft an action plan. After visioning, selecting roles or service responses, and writing the mission statement, a library planning group sets service priorities. These are translated into written goals and objectives that describe the ends or targets desired by the library and indicate a direction in which the library should move. The library's objectives will be measurable or verifiable and are time-specific. They provide the basis for evaluating the library's progress. To aid libraries in setting measurable targets, *Output Measures for Public Libraries* (Van House et al., 1987) presents key measures of library service.

Implementing the plan developed by the library's planning committee requires designing activities and detailing the strategies to carry them out. Writing the planning document is one visible result of the planning process. Dissemination of the library's plan includes presentations to public officials and at promotional activities. The plan becomes useful information in the political process of garnering resources to carry out the library's plan.

Are we getting there?

Reviewing and recycling complete the planning cycle. Once it is adopted, the plan becomes a benchmark, a means of assessing whether the library is on course. Planners routinely and continually evaluate the degree to which the plan's activities have advanced the library's priorities, as expressed in its written objectives. This evaluation effort occurs in two ways. The first is a monitoring process, which goes on throughout the year to assure that the library is not unintentionally straying from the established priorities. Second, a more formal evaluation occurs at least

annually to answer the question, "What progress was made by the library?" In each service and administrative area, the key question is, "What difference did the library make?" This evaluation step ultimately begins to answer the question, "Did community residents receive better service?"

Any evaluation also includes assessing the process used in developing the plan (including the costs), the impact of the planning process on service and staff, and the community's response to the plan. Questions raised may include, "Was the plan useful?" and, "Were the resources chosen appropriate?" This step allows the library to think about how it all worked. Revising the plan and the process in order to improve services is the end result of this step.

Local Choice and Planning

There is no one, single, best way to plan. Differences in communities and libraries will—and should—be reflected in the process, the strategies and the techniques used by different libraries as well as in the final planning documents developed by different libraries. As the PLA planning model has evolved over the years, this flexibility of approach has become one of the hallmarks of the planning process.

In some communities it will be appropriate to undertake a thorough, rigorous process. The process may involve a large citizens' committee. The committee may undertake several surveys to gather information about the community. The committee may also conduct numerous interviews with representatives of various groups within the community. As a result of assembling this information, the committee may recommend a major revision to the library's mission statement and a long list of goals and objectives, all of which may be presented in a comprehensive report to the council and the community.

In other communities a more modest approach will be suitable. In such a community the library board and staff may determine there isn't the time, budget, or staffing to support a more elaborate process, or perhaps the library's previous plan emerged from a more exhaustive effort and the new plan is expected to be more of a course correction than a wholesale revision. In this instance, the planning committee might consist of board and staff only. Data gathering may be limited to existing data and reports readily at hand. The planning report may be a much simpler document.

An important key to planning for libraries is that an individual library can set its own pace for the process. The process incorporates this flexibility with the hope that all public libraries can plan for improved library services that are appropriate for the communities they serve. No library is too small to plan, because each community deserves the good service that results from effective planning.

The final written planning document is not the only product of the planning process. It is the process itself that also changes the library. Involving community residents and library staff in the planning effort helps to assure an interest in carrying out the established goals. Lines of communication opened during the process can remain effective channels of communication for future community-based planning. Broad community participation in the library's planning effort tends to foster broad support for the library's goals and the continuing improvement of library service.

2 How to Use These Standards

A locally developed long-range plan for library service is the key to effective library service. A local planning effort can account for circumstances unique to the municipality or service area that cannot be anticipated from a statewide or a national perspective. The planning process described in the previous chapter and in other planning guides is a continuous process of assessment, review, and revision, "a series of approximations to a moving target." (Robbins-Carter and Zweizig, 1985) These standards are meant to guide local libraries in Wisconsin to their own fruitful, locally focused planning efforts.

The standards offer a starting point that library boards and library directors can use to direct local long-range planning efforts. Specific standards are recommended in the areas of governance and administration (including planning, funding, and public relations); staffing; collections and resources; services; and access and facilities. By meeting these standards, a library establishes a baseline from which it can strive for excellence. A community considering the establishment of a new public library should assess its ability to meet these standards. If a library or a community cannot meet these standards, board and staff members should explore alternate means for delivering library service.

Levels of Use

At the most basic level, a library can focus its attention on the checklists provided in chapters 3 through 7, noting whether or not it meets the recommended minimums. Each standard is presented as a simple statement; either a library meets the recommendation or it does not. The checklists are formatted to encourage a library to copy and use them separately. It is expected that every library should strive to meet, at a minimum, these basic recommendations. Libraries that exceed the basic recommendations should develop service goals based on local needs.

At a higher level of effort, a library can apply the standards in the context of a broader, locally based planning process. This process is discussed in Chapter 1. By engaging in a planning process, local planners can produce a plan of service designed to meet specific local needs. One of the standards in Chapter 3, in fact, requires that a library undertake a planning effort to assess local service needs. When accepted planning methods are conscientiously employed to develop service goals and a plan of action, the resulting goals will more accurately reflect the needs of the community. This is not meant to suggest that libraries that adopt a planning process should abandon these standards. In the context of a broader planning process, a library can use the checklists to gather information about itself and the community during the information-gathering phase of a planning process. The topics and issues addressed by these standards could be used as an outline for a local plan of service.

Appendix E provides a bibliography of sources to help guide local planners through a library planning process.

Quantitative Measures

Like previous editions, this edition of the standards is a hybrid of sorts. On the one hand, this document gives support to contemporary thinking about the need to establish service goals for individual libraries at the local level. On the other hand, this document responds to an interest in offering specific, prescriptive recommendations regarding key library service parameters for those local libraries that want to use such measures.

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Selected standards include a quantitative recommendation for library service. Because they tend to be the convenient yardsticks by which libraries are often defined and described ("How large is the collection at XYZ library?" or "How many full-time equivalents[FTEs] are on staff?" and so on), these measures tend to take on a larger import than other standards. For that reason it is necessary to discuss the origins of these quantitative standards and their use. The quantitative standards included in this edition and the chapters in which they appear are shown in the chart below.

Quantitative Standards by Chapter (with standard # in parentheses)

Chapter 3	Director—hours per week (#17)
	Total operating budget (#34)
Chapter 4	FTE staff per 1,000 population (#7)
	Staff continuing education hours per year (#8&9)
Chapter 5	Volumes held per capita (print) (#16)
	Periodicals titles per 1,000 population (print) (#17)
	Audio recordings held per capita (#18)
	Video recordings held per capita (#19)
	Materials expenditures per capita (#20)
	Total collection size per capita (#21)
Chapter 7	Hours open (#8)
Appendix C	Quantitative standards regardless of community size

Generally, the service targets recommended in these quantitative standards are drawn from the data assembled from the latest public library annual reports submitted to the Division for Libraries, Technology, and Community Learning (DLTCL). The Public Library Standards Task Force used this information, standards established in other states, and their collective professional judgment to establish new quantitative standards. Standards are established at four levels of effort: basic, moderate, enhanced, and excellent. Local libraries can establish service targets by selecting the appropriate level of effort to apply to each standard. Libraries may also choose to use the four different levels to set a target of progressive improvement over time. For example, a library may plan to achieve the moderate level for "hours open" within two years and achieve the enhanced level within five years.

In addition to establishing per capita standards, the Public Library Standards Task Force also established a number of quantitative standards that apply regardless of community size. These standards are based on the judgment of the Public Library Standards Task Force that residents of any community need and deserve at least a basic level of library service. These standards are listed in Appendix C.

As with any statistical comparison, it is important to note the possibility of inconsistent data-gathering efforts, which can lead to invalid statistical comparisons. To help avoid the possibility of invalid comparisons, it is essential that all Wisconsin libraries utilize the definitions that are provided with the state annual report form (and also available on the Internet at http://www.dpi.state.wi.us/dltcl/pld/annrptin.html.) Some of these definitions are also included in Appendix F.

One additional note concerning quantitative standards: many factors that are very important in determining the quality of local library service are not measurable. The Public Library Standards Task Force urges library boards and staff to utilize the entire *Standards* document, not just the quantitative measures, when evaluating their library and planning for service improvements.

Service Population and Per Capita Standards

Each of the quantitative standards offers recommendations that vary according to a library's service population. For these measures, a different service target is recommended for each of seven population categories.

Nonresident Borrowers

It is crucial, before applying the per capita standards for every library in the state, to develop a meaningful and accurate estimate of the population it serves. In Wisconsin, estimating a library's service population is complicated by the fact that libraries provide service to many individuals who do not reside within the municipality that established the library. These "nonresident borrowers" include county residents who have access to the library as part of the county's plan for library service, residents of other municipalities within the same system area, and, in many cases, residents of other system areas. In almost all cases, a library's true service population is greater than its "official" municipal population.

Methods for Estimating Service Population

It is recommended that a library employ one of the following methods for estimating its service population. Any of these methods will produce an estimate of the library's service population that is a truer reflection of its actual service population than the strict use of the municipal population. These methods will produce an estimate of the library's service population that can be used to apply the quantitative standards that appear in this document. Methods that allocate nonresident populations on any basis other than observed use of library collections and resources are subject to greater error. The DLTCL encourages all libraries to make an estimate of their extended service population as a point of reference for use of these standards and for other library planning purposes.

Use the *Service Record* population. Starting in 2000, the service population reported in the *Wisconsin Library Service Record* is based on each library's share of total circulation to county residents who do not live in a library community. For example, if the ABC Public Library accounts for 20 percent of the total circulation from libraries in the county to county residents who do not live in a library municipality, then 20 percent of the county nonresident population is allocated to the ABC Public Library. This number is then added to the library's municipal population to derive an estimate of the library's total service population. This estimate should, in most cases, be a more accurate estimate of service population than estimates used in previous *Service Record* editions. However, libraries with significant usage by residents of other library communities and/or residents of other counties may wish to use one of the alternative methods discussed below.

Use systemwide nonresident usage data. If nonresident use data is gathered on a systemwide basis in a multicounty system, an allocation of the system nonresident population can be made, based on the library's share of the total system circulation to nonresidents. This variation has the advantage of rendering county boundaries within the system invisible.

Base estimates on local circulation patterns. A library also can examine resident borrowing as a proportion of total circulation and extrapolate a rough, circulation-based estimate of its overall service population. If residents and nonresidents can be assumed to borrow material at roughly the same rate per capita, and residents account for 85 percent of the library's total circulation, then it can be said that residents also account for 85 percent of the total population. If the library's municipal population is divided by the proportion of circulation transactions that go to residents, the result will be an estimate of the library's total service population. For example, a

library with 85 percent resident circulation, and a municipal population of 7,500 will have a service population of 8,824 (7,500 ÷ 0.85 = 8,824).

Add the population of surrounding unserved areas. If, through the observation of nonresident use, the staff of a municipal library is aware that a majority of residents of an adjacent town or towns use the library, it may simply add the population of the town or towns to its municipal population.

Municipal Population

In some cases, it may be more pragmatic to present the library's service population in terms of its municipal population. Sometimes—when presenting the library's budget to the municipality, for example—it may cloud the matter if the library claims a service population larger than its municipality. Common councils and village boards tend to focus their attention on the municipality, and many tend to classify themselves according to their municipal population. In this instance, the library may be able to press a clearer case for its needs if its arguments are based upon the municipal population. Therefore, as an extra point of reference and in addition to the service-population-based standards, this document provides an analysis of the quantitative measures based on the municipal populations of the state's public libraries (Appendix A). Each edition of the *Wisconsin Library Service Record* includes the official Wisconsin Department of Administration's annually updated population estimates for each library municipality.

Libraries are encouraged to produce plans for service based on their service population, instead of their municipal population. Consistency is crucial, however. If a library evaluates its services by applying its extended service population to the calculation of one of the quantitative standards, it should apply its extended service population to the calculation of all of the quantitative standards.

Quantitative Measures and Local Planning

The notion of issuing quantitative standards may seem to run counter to the planning theme that service goals should be defined at the local level. Quantitative measures, however, are intended as a tool that libraries can use to help establish selected service goals. They are presented here with substantial flexibility in order to be configured by local planners to best reflect the local situation and local needs. As part of a local planning process, individual library boards and staff can establish service targets on the basic, moderate, enhanced, or excellent level of effort. Libraries also can establish a goal of moving from one level to a higher level over a period of time.

Libraries may wish to supplement use of the quantitative standards with peer comparisons to similarly-situated state and national libraries. Statewide statistics are available at <http://www.dpi.state.wi.us/dltcl/pld/lib_stat.html>. The Public Library Association's annual *Public Library Data Service: Statistical Report* is one source for national data. Nationwide public library statistics also are available from the National Center for Education Statistics (NCES) through the Federal-State Cooperative System for public library data (FSCS). FSCS data are available at <http://nces.ed.gov/surveys/libraries/public.html>. The Public Library Peer Comparison Tool at this site (http://nces.ed.gov/surveys/libraries/publicpeer/) allows the user to get information on a particular library, or to customize a peer group by selecting the key variables that are used to define it. The user can then view customized reports of the comparison between the library of interest and its peers, on a variety of variables selected by the user.

The standards checklists and the quantitative measures are an outgrowth of the simplest level of application of these standards. The standards encourage libraries to go beyond that most basic level of application to engage in a more thorough planning process. As a result of that planning process, board and staff understanding of the community will be enhanced. The standards can

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then be applied in a more informed manner, and libraries will be able to improve services to the community beyond the basic level presented in the standards.

The standards are intended as an aid to local planning, not as a substitute for, or a constraint on, local planning.

Quantitative Measures and Large Libraries

Because there are relatively few large public libraries in the state (only four serve municipal populations of more than 100,000 and only twelve serve municipal populations of between 50,000 and 99,999), in-state comparisons of large institutions are limited. The standards provide analyses of quantitative measures for libraries of *all* sizes in the state. Results are reported for libraries in the population groups 50,000-99,999 and 100,000 and over, but because of the limited sample size in those categories, the results may not be as reliable as they are in other categories.

Larger libraries are strongly encouraged to supplement use of these standards with their own analyses of data drawn from peer institutions in other states in the Midwest and across the country. The Public Library Association's annual *Public Library Data Service: Statistical Report* is one source for such data. Nationwide public library statistics are also available through the Federal-State Cooperative System for public library data (FSCS). FSCS data are available at <http://nces.ed.gov/surveys/libraries/public.html>.

Services to Populations with Special Needs

Persons with special needs include individuals of all ages who often face barriers to their use of public library services. These barriers may be physical, as in the case of persons with physical or developmental disabilities, those who are homebound or incarcerated or who live in residential care facilities. Barriers also can be psychological. For example, low income individuals may think that it costs money to join the library or fear incurring overdue fines. Other persons who may experience psychological barriers to their use of the public library are persons with mental illness, adult new readers, individuals from diverse cultural backgrounds, and new immigrants with limited English-speaking ability.

Because persons with special needs are seldom among the library's traditional patrons, often they are invisible members of the community. However, good planning will identify all the library's potential constituencies, including individuals with special needs. The library can then develop specific strategies for reaching them and providing materials in formats they can utilize.

Public Library Services for Youth with Special Needs: A Plan for Wisconsin, published by the DPI in 1999, is an invaluable tool in assisting librarians to plan for adults as well as children, and its usefulness is not limited to special needs populations. The plan is itself a model for strategic planning; its six goals and its environmental scan, its sections on demographics and collaboration resources, and its bibliography are pertinent for patrons of all ages.

Services to Youth

To ensure quality services for youth in Wisconsin, it is important that libraries of every size study the needs of children and young adults in their community and plan, fund, implement, and evaluate appropriate programs and services for them. These services should also include the parents, caregivers, and adults who work with youth.

As library directors, boards, and youth librarians seek to measure levels of service and to formulate plans, an indispensable publication to use in conjunction with these standards is *Wisconsin*

Public Library Youth Services Guidelines, published by the Youth Services Section of the Wisconsin Library Association in 1995.

Evaluation of services can be aided with statistics about the youth population in the library's service area. For example, the total number of children and young adults within a service population can be compared to the number of them who are library card holders; the total number of young people can be compared to attendance at programs designed to attract various age groups. Such knowledge can impact on strategic planning for on-site activities and outreach services.

Information on numbers of children below age 18 by county is available in annual editions of *The WisKids Count Data Book* prepared by the Wisconsin Council on Children and Families, Inc., and The Institute for Research on Poverty, University of Wisconsin–Madison. Information on public school enrollment—by county, school district, school, ethnicity, and gender—is available annually from the Wisconsin Department of Public Instruction, Center for Education Statistics, which can also provide information on private school enrollment—by county, school district, school, and gender.

Branch Libraries

Although the standards generally apply to an entire institution, they also are offered as one tool a board can use to evaluate individual branches in a multiple outlet service environment. However, certain functions are likely to be provided centrally, and standards relating to those functions will not apply to a branch. Application of the quantitative standards to branch libraries requires the development of service area population estimates for each branch library. DLTCL staff can assist with the development of these estimates.

3 Governance and Administration

Public libraries in Wisconsin must be governed and operated according to Chapter 43 of the *Wisconsin Statutes*. In addition, all public libraries operate most effectively if they follow sound practices of administration, management, planning, funding, and public relations. These important issues are covered in this chapter.

Governance

Public library trustees are public officers and as such are legally responsible for the governance of the library and the conducting of its operations in accordance with local, state, and federal laws. Libraries should meet the following standards relating to governance:

Yes	No	
❑	❑	1. Residents have free access to tax-supported public library services (*Wis. Stats.* ss. 43.52(2) and 43.15(4)(c)).
❑	❑	2. The library is established, and operates, in accordance with Chapter 43 of the *Wisconsin Statutes*.
❑	❑	3. The library is in compliance with other Wisconsin laws that affect library operations, such as laws relating to open meetings (*Wis. Stats.* ss. 19.81 to 19.98), ethics (*Wis. Stats.* s. 19.59), public records (*Wis. Stats.* ss.19.31 to 19.39), and theft of library materials (*Wis. Stats.* s. 943.61).
❑	❑	4. The library is in compliance with federal laws that affect library operations, such as the Americans with Disabilities Act and the Fair Labor Standards Act.
❑	❑	5. A legally appointed and constituted library board governs the operation of the library (*Wis. Stats.* s. 43.54 or s. 43.57).
❑	❑	6. The library board has exclusive control of the expenditure of all monies collected, donated, or appropriated for the library fund (*Wis. Stats.* s. 43.58(1)).
❑	❑	7. The library board hires the library director and delegates active management of the library to the library director.
❑	❑	8. The library board conducts annual performance evaluations of the library director.
❑	❑	9. The library board follows statutory requirements as to fiscal year, audits, budgeting process, and annual and other reports to the municipal governing authority and the DLTCL.
❑	❑	10. The library board has written bylaws that outline its purpose and its operational procedures and address conflict-of-interest issues. The bylaws are reviewed at least every three years.

Yes	No	
❑	❑	11. The library board adopts written policies for operating the library and reviews them on a regular cycle, ensuring that all policies are reviewed at least every three years. The policies are consistent with state and federal laws, and with applicable court decisions. Policies are updated to reflect changes in applicable laws. Policies address services provided to children as well as adults, and cover the following issues (among others): circulation, code of conduct, collection and resource development, confidentiality of patron records, handling of gifts, meeting room use, personnel, programming, public notice bulletin board, public records, and use of electronic resources by staff and patrons.
❑	❑	12. The library board meets monthly (with the library director in attendance) at a time and in a physically accessible location convenient for the board and the community and in accordance with the state law on open meetings and the Americans with Disabilities Act.
❑	❑	13. The library provides support for the continuing education of its trustees, which includes payment for workshop registrations and library association dues.
❑	❑	14. The library board is invited to participate in the diversity and ability awareness training provided to staff.
❑	❑	15. The library is a member of a public library system and actively participates in its program of service, including reciprocal borrowers' privileges and interlibrary loans.
❑	❑	16. The library board enters into any necessary contractual agreements to participate in the public library system and in resource sharing with other types of libraries in its service area.

Administration

Library administrators and staff use sound library administration and management practices to apply the policies and statutory obligations of the governing board to the daily operations of the library. Libraries should meet the following standards relating to administration:

Yes	No	
❑	❑	17. The director is paid to perform library-board-designated duties for no fewer than 25 hours per week, which includes regular hours away from a public service desk.
❑	❑	18. The library director prepares current library financial and statistical reports for review at each library board meeting.
❑	❑	19. The library director conducts an orientation program for each new board member.
❑	❑	20. The library director informs the board of pending legislation on the local, state, and national levels that affects libraries.
❑	❑	21. The library director is responsible for personnel administration, including hiring and dismissing such other assistants and employees as the board deems necessary, assigning duties to staff, and staff evaluating.

Yes	No	
❑	❑	22. The library director is responsible for developing library operating procedures based on board policies.
❑	❑	23. The library director monitors statutory changes and court decisions related to library operations and recommends any policy changes needed to maintain legal library operations.
❑	❑	24. The library director is actively involved in community planning efforts.
❑	❑	25. The library director keeps the library board informed of library services and programs and of other important issues facing the library.
❑	❑	26. The library collects the statistics and information required by the DLTCL and reports that information to the municipal governing body, the library system, and the DLTCL.

Planning

Library trustees and staff have a continuing obligation to assess the changing service needs of the community. Conscientious planning will help the library in its efforts to anticipate and respond to the community's library needs. Libraries should meet the following standards relating to planning:

Yes	No	
❑	❑	27. With input from the community, the library board and staff develop and write a long-range plan that covers the next three to five years.
❑	❑	28. The long-range plan contains a mission statement that describes the purpose and priorities of the library in the community.
❑	❑	29. The long-range plan includes goals and specific, measurable objectives, with a timetable for implementation.
❑	❑	30. The long-range plan is reviewed and updated annually by the library board. An evaluation of the library's progress toward meeting the plan's goals, objectives, and timetable should be included in this review.
❑	❑	31. As part of the library's long-range planning efforts, a systematic community study is conducted over a multiyear planning cycle.
❑	❑	32. The library participates in system-level planning and county-level planning for library services.

Funding

One key responsibility of the library board is to seek and secure sufficient funding (from public and private sources, as appropriate) to support the local service goals of the library. Libraries should meet the following standards relating to funding:

Yes	No	
❑	❑	33. The public library is supported by either municipal funds or a direct library levy on a permanent basis; grants and donations supplement, but do not supplant, the basic funding structure of the library.

Yes	No	
❑	❑	34. The library receives sufficient financial support from the community to provide a level of library service consistent with its long-range plan of service, statutory *maintenance of* effort requirements, and the standards in this document. In addition, the minimum total operating budget is $50,000 in 2001. See Appendix C for further information regarding this standard, including minimum total operating budgets for years 2002 to 2006.
❑	❑	35. The library follows fiscal procedures consistent with state law and local government requirements in preparing, presenting, and administering its budget.
❑	❑	36. The library director prepares and the library board reviews and adopts an annual budget that accurately reflects the needs of the library and the community it serves.
❑	❑	37. The library director and staff maintain awareness of available grant and other outside funding sources.
❑	❑	38. The library board and the library director present the budget to their municipality. Additional presentations are made to other governing bodies as appropriate.
❑	❑	39. The library board reviews and approves bills presented for payment at each library board meeting, in accordance with *Wis. Stats.* s. 43.58(2) and the Prompt Payment Law (*Wis. Stats.* s. 66.285). All payments from public funds are made by the appropriate municipal or county official.
❑	❑	40. The library board seeks equitable reimbursement for service to nonresidents.

Public Relations

Library public relations is a coordinated effort to communicate a positive image of the library and promote the availability of the library's materials, services, and programs. Libraries should meet the following standards relating to public relations:

Yes	No	
❑	❑	41. All library staff members exhibit a positive and helpful attitude.
❑	❑	42. The library's annual plan includes activities designed specifically to enhance the library's public relations.
❑	❑	43. The library's annual budget allocates funds for public relations activities.
❑	❑	44. The library ensures the highest quality of all print and graphics for informational, directional, and promotional material, using in-house, system, or commercial printing capabilities as appropriate.
❑	❑	45. Library policies are developed and revised with consideration given to their effect on the library's public relations.
❑	❑	46. Annually, the library implements a number of generally accepted publicity techniques; the choice of which techniques to employ will be based on the characteristics of the community, including the needs of persons with disabilities, adult new readers, and those with limited English-speaking ability.

Yes	No	
❑	❑	47. The library uses nonprint media (such as cable TV or radio) and accessible formats (such as large print or audiotapes) to promote its programs to persons with disabilities and adult new readers
❑	❑	48. The library cooperates in systemwide efforts to promote library services.
❑	❑	49. The library designates a staff member to coordinate public relations activities within the library and between the library and other local agencies.
❑	❑	50. The library ensures that staff maintain contact with schools, community organizations, businesses, and other agencies within the library's service area.
❑	❑	51. The library develops specific strategies to inform patrons with disabilities, non-English-speaking patrons, and adult new readers of its materials, programs, and services, including dissemination of publicity materials in alternate formats, in languages other than English, and using basic vocabulary.

4 Staffing for Public Libraries

Each public library must have a regular, paid, qualified staff of one or more persons, including a properly certified library director who is responsible to a library board. The public library staff should project an image of competence and friendliness to all members of the public. Public library staff members should understand the service goals of the library, should be aware of all library policies, and should be well trained in the practices and procedures required by their individual positions. Library staff members, regardless of their level of employment, should be afforded the opportunity to continue to expand their knowledge of communication skills, library practice, library technology, and community demographics through participation in workshops, conferences, and other continuing education activities. Libraries should meet the following standards relating to staffing:

Yes	No	
❑	❑	1. The library has regular, paid, and properly qualified staff, appropriately trained to fulfill their particular job responsibilities.
❑	❑	2. The library director is qualified for and maintains the appropriate level of certification under the provisions of the Wisconsin Administrative Code.
❑	❑	3. All library staff members exhibit a positive and helpful attitude.
❑	❑	4. The library board has adopted a set of personnel policies outlining the conditions and requirements for employment of library staff, and these policies are consistent with state and federal regulations, including the Fair Labor Standards Act, the Americans with Disabilities Act, and relevant court decisions. The board reviews the policies at least once every three years.
❑	❑	5. The library has a written personnel classification plan describing the job duties of each staff member, any educational and experience requirements, the physical requirements of the job, and salary range. The plan ensures that all qualified individuals have an equal opportunity for employment.
❑	❑	6. The library staff members have salaries, hours, and benefits determined by the library board and comparable with other community positions requiring similar educational preparation and job assignments.
❑	❑	7. The library establishes and meets a service target for staffing in full-time equivalents (FTEs) per 1,000 population not lower than the Basic Level for its population group. System resource libraries and libraries with specialized collections or extended open hours or services may require additional staff. Regardless of population served, total library staff is not less than 1 FTE. (See Appendices A, B and C.)
❑	❑	8. The library supports the library director's continuing education for at least 20 contact hours per year. (The Wisconsin Administrative Code requires that library directors participate in an average of at least 20 contact hours of qualifying continuing education activities per year.)

Yes	No	
❑	❑	9. The library provides opportunities for each key employee (other than the director) for participation in at least ten (10) hours of continuing education activities each year. The opportunity is prorated for part-time employees; that is, an employee working 30 hours per week should have the opportunity for at least 7.5 hours of continuing education activities each year.
❑	❑	10. The library supports the staff's continuing education and professional activities, including paid work time for attendance, registration fees, and travel costs.
❑	❑	11. The library allocates a portion of its budget to reimburse the costs of continuing education activities.
❑	❑	12. The staff receives training in emergency procedures and protocols as recommended by the Department of Workforce Development and the Occupational Safety and Health Administration, especially regulations governing emergency evacuation, fire prevention plans, medical services and first aid, portable fire extinguishers, and alarm systems.
❑	❑	13. The library has staff or outside consultants available to provide daily support for the technologies necessary for library operations and services.
❑	❑	14. The library has staff trained to assist patrons with disabilities in the effective use of assistive devices and adaptive software used in the library.
❑	❑	15. All key library staff have e-mail accounts available for communication and professional development purposes.
❑	❑	16. The staff receives diversity and ability awareness training for communicating with library patrons and coworkers, including persons with physical and mental disabilities, those from diverse cultural backgrounds, adult new readers, and individuals with limited English-speaking ability.

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5 Collection and Resources

The library should provide a wide range of materials and electronic resources in a variety of formats and in sufficient quantities to meet the needs of all members of its community. This chapter addresses acquisition and ownership of materials and the library's ability to provide additional materials through interlibrary resource sharing. This chapter also covers the availability of electronic resources whether or not they are physically located in the library. Chapter 7 is a complementary chapter, addressing access to library resources and services, including the technological tools needed to maximize access.

In addition to the standards in this chapter, a number of other measurements can help a library establish goals for collections and resources. For example, a high turnover rate reflects a heavily used collection and might suggest a need for a larger collection. See *Output Measures for Public Libraries* (Van House et al., 1987) for information about a number of service measurement tools.

Libraries should meet the following standards relating to library collection and resources:

Yes	No		
❑	❑	1.	The library has a collection and resource development policy based on community needs and the diversity of American society that encompasses selection; requests for reconsideration of materials; collection specialties and purchase priorities; and evaluation, especially in weeding the collection. The library also has a board-approved policy for both staff and public use of electronic resources. These policies are reviewed on a regular cycle.
❑	❑	2.	The library allocates funds for purchasing materials in a variety of formats and for accessing electronic resources, based on its collection and resource development policy.
❑	❑	3.	The library budgets sufficient funds to maintain, upgrade, and replace needed library equipment and software on an ongoing basis.
❑	❑	4.	The library maintains its own plan or participates in a library system technology plan that addresses library needs and the funding to meet those needs for the next three years. This plan is reviewed annually.
❑	❑	5.	The library participates in the systemwide plan for technology and resource sharing.
❑	❑	6.	The library uses interlibrary loan to supplement, but not supplant, local collection development.
❑	❑	7.	The library cooperates in collection development with other local, area, and state-level libraries of all types, including the Wisconsin Regional Library for the Blind and Physically Handicapped, to provide a wide range of resources in a variety of formats to meet the needs of its community.
❑	❑	8.	The library provides access to resources in a variety of formats to ensure equal access for persons of all ages with disabilities, in compliance with the Americans with Disabilities Act. Formats may include books on cassette and in Braille, electronic formats, and closed captioned, described, or signed video.

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Yes	No		
❑	❑	9.	The library provides access to adult basic-skills and English-as-a-Second-Language materials with reading levels and formats appropriate to meet the needs of patrons who are adult new readers, or who have developmental disabilities or limited English speaking skills.
❑	❑	10.	The library has, or provides access to, electronic information resources for its staff and its patrons, including those with disabilities. This may be accomplished through a variety of means, including: • online database searching • CD-ROM databases • digitized materials • locally mounted databases • remote full-text databases • access to the Internet
❑	❑	11.	The library provides Web pages with organized Web links pointing to useful and reliable local, regional, state, national, and international Internet resources.
❑	❑	12.	The library inputs its bibliographic and holdings information (in the accepted MARC format) into the statewide database (WISCAT) and maintains the accuracy of that data.
❑	❑	13.	The library provides public access to the statewide database of library holdings (WISCAT).
❑	❑	14.	The library provides assistive technology to ensure access to electronic resources for persons with disabilities.
❑	❑	15.	The library collects and reports statistics related to the availability and use of materials and electronic resources as required on the DLTCL Public Library Annual Report form, using standard definitions supplied by the Division.
❑	❑	16.	The library establishes and meets a service target for print volumes held per capita not lower than the Basic Level for its population group. Regardless of population served, the minimum total volumes held is 8,000. (See Appendices A, B and C.)
❑	❑	17.	The library establishes and meets a service target for periodical titles received per 1,000 population not lower than the Basic Level for its population group. Regardless of population served, the minimum periodical titles received is 30. (See Appendices A, B and C.)
❑	❑	18.	The library establishes and meets a service target for audio recordings held per capita not lower than the Basic Level for its population group. Formats may include, among others, audiocassettes and compact disc recordings. (See Appendices A, B and C.)
❑	❑	19.	The library establishes and meets a service target for video recordings held per capita not lower than the Basic Level for its population group. (See Appendices A, B and C.)

Yes	No	
❑	❑	20. The library establishes and meets a service target for total expenditures for material (including electronic resources) per capita not lower than the Basic Level for its population group. Regardless of population served, total minimum expenditures for materials (including electronic resources) is $10,000. (See Appendices A, B and C.)
❑	❑	21. The library establishes and meets a service target for total collection size per capita (including print volumes and audio and video materials) not lower than the Basic Level for its population group. (See Appendices A, B and C.)
❑	❑	22. The library maintains a current collection of core reference materials and resources selected from recommended lists and also additional sources selected to meet the information needs of the library's patrons.
❑	❑	23. Every item in the library's collection is evaluated for retention, replacement, or withdrawal at least every five years to determine its usefulness and accuracy according to the library's collection development policy. Outdated, unnecessary, or damaged materials are removed from the collection. The library establishes and attains a measurable annual weeding goal based on local conditions and the library mission.
❑	❑	24. The library catalogs and arranges its collections for easy accessibility and according to currently accepted library cataloging and classification practices.

6 Services

Through public services, a library offers assistance to patrons in the use of its collections and resources. The library also provides patrons with resources beyond those owned by the library through interlibrary loan and other resource-sharing arrangements. Basic public services include reference, information services and programming. These services should be provided to all age groups: children, young adults, and adults.

Libraries should meet the following standards relating to the development of services:

Yes	No	
❑	❑	1. The library maintains policies and/or procedures regarding the public services it provides, such as reference and information services, programming services, services to children and young adults, and services to patrons with special needs.
❑	❑	2. The library cooperates with other types of libraries in the local area to provide services to all residents.
❑	❑	3. The library works with community agencies and organizations in the local area in planning and implementing services for all residents.
❑	❑	4. The library participates in system-level planning for services to special needs populations and youth.
❑	❑	5. The library ensures effective communication with persons with disabilities at all service points by providing staff with sensitivity training, by providing adaptive equipment and software, and by making materials available in alternative formats.

Reference and Information Services

The core of reference and information services is: provision of information, guidance in choosing materials appropriate to a user's needs, and instruction in library use. Libraries should meet the following standards relating to reference and information services:

Yes	No	
❑	❑	6. The library provides reference and readers' advisory services to residents of all ages and levels of literacy in person, by telephone, and by text telephone (TTY) the entire time it is open. Other means of providing reference service are also considered (e.g., fax or e-mail).
❑	❑	7. The library provides reference and readers' advisory services to patrons with disabilities in formats they can utilize.
❑	❑	8. The library provides staff trained in reference work, including reference work with children, during all hours the library is open.
❑	❑	9. The library has staff trained to assist patrons with the effective use of technologies necessary to access electronic and other nonprint resources.

Yes	No	
❑	❑	10. The library participates in system-coordinated backup reference, interlibrary loan service, and delivery service to provide accurate and timely public service.
❑	❑	11. The library annually computes reference transactions per capita and the reference completion rate as defined in *Output Measures for Public Libraries.* (Van House et al., 1987)
❑	❑	12. The library makes available or has ready access to an accurate and up-to-date community information and resource file, including names of officers and contacts for community organizations and service agencies, providers of job and literacy training, and so forth. This file is made available on the Internet, if feasible.
❑	❑	13. The library supports patron training in the use of technologies necessary to access electronic resources, including training for persons with disabilities in the use of adaptive equipment and software.
❑	❑	14. The library prepares bibliographies and other access guides and user aids to inform patrons of the availability of resources on a specific topic or issue.

Programming

Educational, recreational, informational, and cultural programs sponsored by the library, or co-sponsored with other community organizations, are offered to help attract new users to the library, to increase awareness and use of library resources and services, and to provide a neutral public forum for the debate of issues. Programming is commonly held in the library, but outreach efforts may direct that some programs be held off-site. Libraries should meet the following standards relating to programming:

Yes	No	
❑	❑	15. Public programs provided by the library are free of charge and in physically accessible locations for children, young adults, and adults. The library provides the necessary accommodations to enable persons with disabilities to participate in a program and advertises the availability of the accommodations in the program announcement.
❑	❑	16. The library plans and evaluates programming for adults, young adults, and children, considering all of the following factors: • community demographics (age, ethnicity, education, and income levels) • availability of programming from other organizations in the community • local need and interest

7 Access and Facilities

Access refers to making the library's services and resources as widely available as possible. It has many aspects: the library's location, the number of hours it is open, the efforts made by the library staff to extend services into the broader community, bibliographic access to the library's collections, and use of appropriate technologies to facilitate access to local and remote resources. The principle of equal access should be integral to the library's long-range plan.

The *physical* library facility also has a direct effect on access. All public library buildings should be easily accessible and offer the community a compelling invitation to enter, read, listen, and learn. Library buildings should be flexible enough to respond to changing use and new technologies. Buildings should be expandable to accommodate growing collections and new services. Buildings should be designed for user efficiency. Building designs also should support staff efficiency, because staff costs are the major expense in library operation.

Access to Information and Resources

Libraries should meet the following standards relating to access to information and resources:

Yes	No		
❑	❑	1.	Library facilities are readily available to all residents of the service jurisdiction, within a 15-minute drive in metropolitan areas or a 30-minute drive in rural areas.
❑	❑	2.	The library provides signs on main community thoroughfares that indicate the direction to the library.
❑	❑	3.	The library takes action to reach all population groups in the community. Appropriate services may include homebound services; deposit collections for childcare facilities, schools, institutions, and agencies; books-by-mail service; bookmobile service; programs held outside the library; and remote access to the library online catalog and other resources.
❑	❑	4.	The library ensures access to its resources and services for patrons with disabilities through the provision of assistive technology and alternative formats, in compliance with the Americans with Disabilities Act.
❑	❑	5.	As one measure of access, the library annually calculates its rate of registrations as a percentage of population as defined in *Output Measures for Public Libraries*. (Van House et al., 1987)
❑	❑	6.	The full range of services is available all hours the library is open.
❑	❑	7.	Library hours are fixed and posted and include morning, afternoon, evening, and weekend hours. Hours open are based on an assessment of users' and potential users' most convenient days and times to visit the library, rather than on staff convenience.
❑	❑	8.	The library establishes and meets a service target for hours open not lower than the Basic Level for its population group. Regardless of population served, the library is open a minimum of 25 hours per week. (See Appendices A, B and C.)

Yes	No		
❑	❑	9.	The library provides an online catalog either as a stand-alone system or as part of a shared system. At least one catalog workstation is dedicated to staff use only.
❑	❑	10.	The library's catalog is available via the Internet with the use of a Web browser and is accessible 24 hours per day, seven days per week.
❑	❑	11.	The library's online catalog and other electronic resources are accessible to persons with disabilities through the use of adaptive and assistive technology.
❑	❑	12.	The library has a dedicated connection to the Internet, which is available to multiple library workstations.
❑	❑	13.	The library has a telephone system adequate to meet public and staff needs including at least one text telephone (TTY), with the numbers listed in both white and yellow pages. A voice mail system or answering machine provides basic library information to callers during times the library is not open.
❑	❑	14.	The library authorizes and maintains (or jointly maintains) an up-to-date Web page that includes library hours, phone numbers, services, and other basic information.
❑	❑	15.	The library has multiple listings, as appropriate, in the local telephone directory.
❑	❑	16.	To facilitate the delivery of information, the library has (or has convenient access to) a photocopier and a fax machine.
❑	❑	17.	The library has appropriate equipment to support access to information in various nonprint formats in its collection (CD players, VCRs, DVD players, microform machines, among others).
❑	❑	18.	The library has at least one public access workstation with graphical Internet access, and a printer.
❑	❑	19.	The library provides a minimum of one public access workstation per 35 patron visits per day, and a sufficient number of workstations to accommodate patrons with minimal wait times. (See Appendix F for definition of "public access workstation.")
❑	❑	20.	When remote access to electronic information resources is offered, it is available 24 hours a day, seven days per week.
❑	❑	21.	The library has converted its bibliographic and holdings information into machine-readable form using the MARC standard.

The Physical Facility

Libraries should meet the following standards relating to the physical facility:

Yes	No		
❑	❑	22.	The library provides adequate space to implement the full range of library services that are consistent with the library's long-range plan and the standards in this document.

Yes	No	
❑	❑	23. The library has allocated space for child and family use, with all materials readily available, and provides furniture and equipment designed for children and persons with disabilities.
❑	❑	24. At least once every five years, and more frequently if needed, the board directs the preparation of an assessment of the library's long-term space needs. The publication *Public Library Space Needs: A Planning Outline*, (available at http://www.dpi.state.wi.us/dltcl/pld/plspace.html) is helpful.
❑	❑	25. The library building and furnishings meet state and federal requirements for physical accessibility, including the *ADA Accessibility Guidelines for Buildings and Facilities (ADAAG)*(at http://www.access-board.gov/bfdg/bfdg.htm.)
❑	❑	26. In compliance with the *ADAAG*, the library provides directional signs and instructions for the use of the collection, the catalog, and other library services, in print, alternate formats, and languages other than English, as appropriate.
❑	❑	27. The library's accessible features (such as entrance doors, restrooms, water fountains, and parking spaces) display the International Symbol of Accessibility.
❑	❑	28. The library building supports the implementation of current and future telecommunications and electronic information technologies.
❑	❑	29. Adequate, safe, well-lighted, and convenient parking is available to the library's patrons and staff on or adjacent to the library's site. The minimum number of required parking spaces may be governed by local ordinance.
❑	❑	30. The exterior of the library is well lighted and identified with signs clearly visible from the street.
❑	❑	31. The entrance is clearly visible and is located on the side of the building that most users approach.
❑	❑	32. Emergency facilities are provided in accordance with appropriate codes; evacuation routes, emergency exits, and the locations of fire extinguishers are clearly marked; emergency first aid supplies are readily available; and the library has a designated tornado shelter.
❑	❑	33. Lighting levels comply with standards issued by the Illuminating Engineering Society of North America.
❑	❑	34. The library provides facilities for the return of library materials when the library is closed; after-hours material depositories are fireproof.
❑	❑	35. The library has public meeting space available for its programming and for use by other community groups, if appropriate.

*Appendix A: Quantitative Standards by Municipal Population**

FTE Staff per 1,000 Population

Regardless of the population served, minimum total staff is 1.0 FTE

Municipal Population

	Less than 2,500	2,500 to 4,999	5,000 to 9,999	10,000 to 24,999	25,000 to 49,999	50,000 to 99,999	100,000 and over
Basic	0.8	0.8	0.8	0.7	0.5	0.5	0.4
Moderate	1.1	1.0	1.0	0.7	0.6	0.7	0.5
Enhanced	1.3	1.2	1.2	0.8	0.8	0.8	0.6
Excellent	1.8	1.5	1.4	1.0	0.9	1.1	0.7

Volumes Held per Capita (Print)

Regardless of the population served, the minimum total volumes held is 8,000 volumes

Municipal Population

	Less than 2,500	2,500 to 4,999	5,000 to 9,999	10,000 to 24,999	25,000 to 49,999	50,000 to 99,999	100,000 and over
Basic	8.2	6.0	5.2	4.0	3.2	3.2	2.2
Moderate	10.3	6.9	5.7	4.6	3.7	3.7	3.1
Enhanced	13.1	8.6	7.0	5.7	4.1	4.1	3.9
Excellent	20.9	10.8	8.9	7.0	5.3	4.8	4.0

Periodical Titles Received per 1,000 Population (Print)

Regardless of the population served, the minimum periodical titles received is 30 titles

Municipal Population

	Less than 2,500	2,500 to 4,999	5,000 to 9,999	10,000 to 24,999	25,000 to 49,999	50,000 to 99,999	100,000 and over
Basic	28.8	19.4	17.0	11.8	8.0	8.0	4.4
Moderate	38.7	23.4	19.8	13.7	9.0	8.6	4.8
Enhanced	50.2	30.7	22.5	15.1	10.2	8.8	5.9
Excellent	83.8	41.5	27.3	20.5	13.1	10.2	11.5

Audio Recordings Held per Capita

Municipal Population

	Less than 2,500	2,500 to 4,999	5,000 to 9,999	10,000 to 24,999	25,000 to 49,999	50,000 to 99,999	100,000 and over
Basic	0.12	0.12	0.12	0.12	0.12	0.12	0.10
Moderate	0.20	0.20	0.19	0.18	0.15	0.15	0.11
Enhanced	0.29	0.24	0.24	0.24	0.22	0.22	0.13
Excellent	0.65	0.37	0.37	0.37	0.29	0.29	0.20

**"Municipal population" is the population of the city, town, village, or county establishing the library, or the total population of communities establishing a joint library.*

Video Recordings Held per Capita

	Municipal Population						
	Less than 2,500	2,500 to 4,999	5,000 to 9,999	10,000 to 24,999	25,000 to 49,999	50,000 to 99,999	100,000 and over
Basic	0.25	0.20	0.13	0.11	0.09	0.08	0.04
Moderate	0.37	0.25	0.17	0.16	0.12	0.10	0.07
Enhanced	0.57	0.38	0.23	0.21	0.14	0.14	0.10
Excellent	1.12	0.52	0.31	0.25	0.18	0.18	0.11

Hours Open

Regardless of the population served, the minimum hours open is 25 hours per week

	Municipal Population						
	Less than 2,500	2,500 to 4,999	5,000 to 9,999	10,000 to 24,999	25,000 to 49,999	50,000 to 99,999	100,000 and over
Basic	25	44	56	59	62	67	67
Moderate	33	47	57	62	65	69	68
Enhanced	38	51	59	65	67	71	69
Excellent	48	55	65	67	68	73	73

Materials Expenditures per Capita

Regardless of the population served, the minimum materials expenditures is $10,000

	Municipal Population						
	Less than 2,500	2,500 to 4,999	5,000 to 9,999	10,000 to 24,999	25,000 to 49,999	50,000 to 99,999	100,000 and over
Basic	$5.67	$5.67	$5.67	$5.31	$4.96	$4.61	$3.42
Moderate	$7.33	$6.67	$6.46	$5.37	$5.37	$5.37	$3.85
Enhanced	$9.86	$8.46	$7.40	$6.56	$6.41	$6.27	$4.24
Excellent	$14.65	$10.03	$9.42	$9.07	$7.05	$6.53	$4.46

Collection Size (Print, Audio & Video) per Capita

	Municipal Population						
	Less than 2,500	2,500 to 4,999	5,000 to 9,999	10,000 to 24,999	25,000 to 49,999	50,000 to 99,999	100,000 and over
Basic	8.6	6.3	5.5	4.2	3.6	3.4	2.4
Moderate	11.0	7.4	6.2	4.9	4.1	3.8	3.2
Enhanced	14.0	9.5	7.5	6.1	4.5	4.5	4.1
Excellent	22.7	11.7	9.5	7.6	5.7	5.3	4.3

*Appendix B: Quantitative Standards by Service Population**

FTE Staff per 1,000 Population

Regardless of the population served, minimum total staff is 1.0 FTE

Service Population

	Less than 2,500	2,500 to 4,999	5,000 to 9,999	10,000 to 24,999	25,000 to 49,999	50,000 to 99,999	100,000 and over
Basic	0.5	0.4	0.4	0.4	0.4	0.4	0.4
Moderate	0.7	0.5	0.5	0.5	0.5	0.5	0.5
Enhanced	0.8	0.6	0.6	0.6	0.6	0.6	0.6
Excellent	1.4	0.9	0.8	0.7	0.7	0.7	0.7

Volumes Held per Capita (Print)

Regardless of the population served, the minimum total volumes held is 8,000 volumes

Service Population

	Less than 2,500	2,500 to 4,999	5,000 to 9,999	10,000 to 24,999	25,000 to 49,999	50,000 to 99,999	100,000 and over
Basic	5.4	3.4	2.7	2.6	2.6	2.5	2.3
Moderate	7.0	4.2	3.5	3.3	3.0	2.8	2.5
Enhanced	9.4	5.4	4.1	3.7	3.2	3.0	2.8
Excellent	15.3	6.9	5.1	4.3	3.9	3.7	3.5

Periodical Titles Received per 1,000 Population (Print)

Regardless of the population served, the minimum periodical titles received is 30 titles

Service Population

	Less than 2,500	2,500 to 4,999	5,000 to 9,999	10,000 to 24,999	25,000 to 49,999	50,000 to 99,999	100,000 and over
Basic	19.5	12.8	10.4	8.6	6.4	5.8	4.3
Moderate	26.7	15.9	12.6	10.0	7.6	6.7	4.9
Enhanced	35.1	21.4	15.5	11.5	9.1	7.8	5.7
Excellent	57.9	26.7	20.0	13.7	9.9	8.9	8.8

Audio Recordings Held per Capita

Service Population

	Less than 2,500	2,500 to 4,999	5,000 to 9,999	10,000 to 24,999	25,000 to 49,999	50,000 to 99,999	100,000 and over
Basic	0.10	0.10	0.10	0.10	0.10	0.10	0.09
Moderate	0.13	0.13	0.13	0.13	0.13	0.13	0.10
Enhanced	0.19	0.18	0.18	0.18	0.18	0.18	0.11
Excellent	0.46	0.23	0.22	0.22	0.20	0.19	0.15

**"Service Population" is the library's home community population plus an additional population determined from circulation statistics for county residents without a library.*

Video Recordings Held per Capita

Service Population

	Less than 2,500	2,500 to 4,999	5,000 to 9,999	10,000 to 24,999	25,000 to 49,999	50,000 to 99,999	100,000 and over
Basic	0.18	0.12	0.08	0.08	0.08	0.08	0.04
Moderate	0.28	0.17	0.12	0.09	0.09	0.09	0.05
Enhanced	0.42	0.23	0.16	0.12	0.12	0.12	0.06
Excellent	0.65	0.40	0.23	0.19	0.17	0.13	0.09

Hours Open

Regardless of the population served, the minimum hours open is 25 hours per week

Service Population

	Less than 2,500	2,500 to 4,999	5,000 to 9,999	10,000 to 24,999	25,000 to 49,999	50,000 to 99,999	100,000 and over
Basic	25	33	42	55	62	65	67
Moderate	27	37	49	58	65	68	68
Enhanced	32	44	53	60	67	69	69
Excellent	40	48	56	65	69	73	73

Materials Expenditures per Capita

Regardless of the population served, the minimum materials expenditures is $10,000

Service Population

	Less than 2,500	2,500 to 4,999	5,000 to 9,999	10,000 to 24,999	25,000 to 49,999	50,000 to 99,999	100,000 and over
Basic	$3.35	$3.30	$3.30	$3.30	$3.30	$3.30	$3.30
Moderate	$4.31	$4.22	$4.13	$4.04	$3.95	$3.85	$3.66
Enhanced	$5.76	$4.94	$4.60	$4.31	$4.18	$4.05	$3.91
Excellent	$9.62	$6.25	$5.82	$5.22	$5.22	$4.78	$4.01

Collection Size (Print, Audio & Video) per Capita

Service Population

	Less than 2,500	2,500 to 4,999	5,000 to 9,999	10,000 to 24,999	25,000 to 49,999	50,000 to 99,999	100,000 and over
Basic	5.6	3.6	2.9	2.8	2.7	2.6	2.4
Moderate	7.4	4.6	3.8	3.6	3.3	3.0	2.6
Enhanced	10.3	5.8	4.4	3.9	3.6	3.5	2.9
Excellent	16.4	7.6	5.6	4.7	4.5	4.4	3.8

Appendix C: Quantitative Standards Regardless of Community Size

In addition to establishing per capita standards, the Public Library Standards Task Force also established a number of quantitative standards that apply regardless of community size. These standards are based on the judgment of the Public Library Standards Task Force that residents of any community need and deserve at least a basic level of library service.

The following standards apply regardless of community size:

- The library is open a minimum of 25 hours per week.
- A certified library director is paid to perform board-designated duties for no fewer than 25 hours per week.
- Minimum total library staff is 1 FTE.
- The library supports the library director's continuing education for at least 20 contact hours per year.
- Minimum total book volumes held is 8,000.
- Minimum print periodical titles received is 30.
- Minimum total annual local expenditures on collection (including electronic resources) is $10,000.
- Minimum year 2001 total operating budget is $50,000 (see below for more information).

Estimated Minimum Cost Components of Recommended Minimum Library Budget

Budget Item	Minimum Cost	
Director's salary	$17,000	(salary for a Grade 3 Certified Director at a minimum of 25 hrs/wk)
Other staff wages	$6,000	(for a minimum of 15 hrs/wk)
Social sec., benefits, etc.	$7,000	(30% of salary costs)
Materials	$10,000	(print, AV and electronic resources)
All other expenses	$10,000	(supplies, utilities, automation costs, continuing education, etc.)
Total operating costs	**$50,000**	(in 2001)
(capital costs including debt retirement are not included in this figure)		
Est. minimum for 2002	$52,500	(increase of 5%*)
Est. minimum for 2003	$55,125	(increase of 5%*)
Est. minimum for 2004	$57,881	(increase of 5%*)
Est. minimum for 2005	$60,775	(increase of 5%*)
Est. minimum for 2006	$63,814	(increase of 5%*)

*Estimated annual increases of 5% represent the approximate average budget increase for Wisconsin libraries to cover inflationary increases, usage increases, and service improvements.

Appendix D: Summary of Technology-Related Standards

- The library has a dedicated Internet connection, which is available to multiple library workstations.
- The library has at least one public access workstation with graphical Internet access.
- The library has at least one workstation with Internet access available for staff use only.
- The library has an online catalog (or is part of a shared system) and at least one catalog workstation is dedicated to staff use only.
- The library's catalog is available via the Internet with the use of a Web browser and is accessible 24 hours per day, seven days per week.
- When remote access to electronic information is offered, it is available 24 hours per day, seven days per week.
- The library provides a minimum of one public access workstation per 35 average visits per day and has a sufficient number of workstations to accommodate patrons with minimal wait times.
- The library authorizes and maintains (or jointly maintains) an up-to-date Web page with basic information about the library.
- The library provides Web pages with organized Web links pointing to useful and reliable local, regional, state, national, and international Internet resources.
- Key staff have e-mail accounts and workstations with dedicated Internet connections.
- The library has trained staff to assist patrons with the use of technologies necessary to access electronic and other nonprint resources.
- The library has staff or outside consultants available to resolve technology problems.
- The library supports patron training in use of technologies necessary to access electronic resources.
- The library maintains and/or participates in a multiyear library technology plan that addresses library needs and necessary funding to meet those needs, and reviews the plan annually.
- The library budgets sufficient funds to maintain, upgrade and replace needed library equipment and software on an ongoing basis.

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Appendix F: Definitions of Terms and Acronyms Used in the Standards

Acquisition. The process of acquiring the library materials that make up the library's collection.

ALA. American Library Association, the national professional library organization.

Automation. All aspects involved in using a computer system for such tasks as circulation, cataloging, acquisitions, and interlibrary loans.

Cataloging. The process of describing an item in the collection and assigning a classification (call) number.

Capital funds. Funds for acquisition of or additions to fixed assets, such as building sites, new buildings and building additions, new equipment (including major computer installations), initial book stock, furnishings for new or expanded buildings, and new vehicles. This excludes replacement and repair of existing furnishings and equipment, regular purchase of library materials, and investments for capital appreciation. Note: Municipal accounting practices shall determine whether a specific item is a capital expense or an operating expense regardless of examples in the definitions. Expenditures for books, other than initial book stock, are not capital expenditures.

CD-ROM. Compact Disc, Read-Only Memory; a medium for storing data and multimedia information electronically.

CE. Continuing Education.

Certified library director, librarian or library administrator. These terms refer to a librarian maintaining proper certification from the DPI, as required by the Wisconsin Administrative Code, and as required by Chapter 43 for library membership in a public library system.

Chapter 43. The chapter of the *Wisconsin Statutes* governing the establishment and operation of public libraries and library systems.

Circulation. The act of loaning material from the library's collection for use outside the library. This activity includes checking out materials to users, either manually or electronically, and also renewing, each of which is reported as a circulation transaction. Interlibrary loan items provided to the library and checked out by the library should be counted as a circulation. Interlibrary loan items sent to, or checked out to, another library do not count as a circulation.

COLAND. Council on Library and Network Development; an advisory council on library services to DPI appointed by the governor and including library professionals and lay people.

Collection. The total accumulation of all library materials and electronic resources provided by a library for its clientele.

Contact hour. As defined in the *Wisconsin Public Librarian Certification Manual*, a contact hour is 60 minutes of continuous participation in an eligible continuing education activity.

DLTCL. Division for Libraries, Technology, and Community Learning, part of DPI.

DPI. Department of Public Instruction, State of Wisconsin.

DVD. Digital versatile disc; a medium for storing data and multimedia information electronically.

FTE. A standard measurement of staff size, full time equivalent is determined by summing the total hours worked per typical week by all library employees and dividing by forty.

Hours open. For purposes of standards, the number of hours the main library building is open to the public during the winter.

ILL or Interlibrary loan. A transaction in which library material is loaned by one library to another outside its branch system for the use of an individual patron.

MARC. MAchine Readable Cataloging; the standard for bibliographic description encoded for computer processing.

Municipal population. The total number of persons who live inside the library's legal service jurisdiction, that is, the governmental unit(s) establishing the public library.

Nonresident. Nonresidents are library users who live outside the library's legal service jurisdiction, that is, the governmental unit(s) establishing the public library.

Periodical. A publication with a distinctive title intended to appear in successive numbers or parts at stated or regular intervals and, as a rule, for an indefinite time; magazines and newspapers are periodicals.

PLA. The Public Library Association, a division of ALA (see above).

Processing. The carrying out of the various routines before material is ready for circulation, including cataloging and physical preparation.

Public access workstation. Any computer or terminal available exclusively for public use in the library.

R&LL. Reference and Loan Library.

Resident. A person who lives inside the library's legal service jurisdiction, that is, the governmental unit(s) establishing the public library.

Selection. The process of choosing the books and other materials to be bought by a library.

Service population. The municipal population (see above) plus an estimated value for an additional service area population.

SLP. Summer Library Program, an umbrella term for the children's activities and programs that a public library carries out during the summer.

Subscriptions. The arrangement by which, in return for a sum paid in advance, periodicals, newspapers, or other serials are provided for a specified number of issues. As used in the quantitative measures of the standards, these are print and microform subscriptions only, not electronic or digital subscriptions.

Title. A title is a publication that forms a separate bibliographic whole, whether issued in one or several volumes, reels, discs, slides, or parts. The term applies equally to printed materials, such as books and periodicals, and to audiovisual materials and microforms. Duplicate copies represent one title.

Union catalog. A consolidated catalog of holdings from several libraries.

Volumes. Volumes are the number of physical units or items in a collection. Items that are packaged together as a unit, e.g., two compact discs, two films, or two videocassettes, and are generally checked out as a unit, should be counted as one physical unit.

WAPL. Wisconsin Association of Public Libraries; a division of WLA.

Weeding. The selection of library material from the collection to be discarded, sold or transferred to storage because of poor physical condition, outdated content, or limited popularity.

WISCAT. Wisconsin Catalog, the statewide database of holdings contributed by Wisconsin libraries of all types; currently available on the Web.

Wisconsin Regional Library for the Blind and Physically Handicapped. A federally funded library, located in Milwaukee, which provides books and periodicals on discs and audio cassettes and in Braille to blind and physically handicapped citizens of all ages throughout Wisconsin.

WLA. Wisconsin Library Association, the state professional library association.

Workstation. As used in the standards, any computer or computer terminal.